

URBAN/MUNICIPAL

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1996

URBAN MUNICIPAL

SEP 19 1997

GOVERNMENT DOCUMENTS



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*The Hamilton Entertainment and Convention Facilities Inc.
manages and operates the Hamilton Convention Centre,
Hamilton Place Theatre, and Copps Coliseum
on behalf of The Corporation of The City of Hamilton*

Objects of the Corporation

- ❖ To provide facilities and services for performing arts, including the carrying on of all or any of the operations of a theatre, music hall, concert hall, ballroom and cinema.
- ❖ To provide and present educational, social and cultural activities related to the arts or otherwise.
- ❖ To establish educational facilities and provide instruction in all areas of the arts.
- ❖ To present, produce, manage and conduct performances in the performing arts, including plays, dramas, comedies, operas, revues, promenades and other concerts, musicals and other pieces, ballet shows, exhibitions, variety and other entertainment.
- ❖ To provide facilities and services for amusement and entertainment activities.
- ❖ To provide facilities and services for the holding of conventions, meetings, receptions, conferences, exhibitions, displays, sporting events, trade shows and events of every kind.

An Act Respecting the City of Hamilton S.O.1991

To maintain, operate, manage and promote the Hamilton Convention Centre, Hamilton Place Theatre and Copps Coliseum on behalf of The City of Hamilton.

To positively impact the economic health of the area through the increased use of hotels, restaurants, retail shops and services by using the three facilities as the catalyst to retain local spending and attract people from outside the region.

To maximize the use of the three facilities while providing programming that reflects local interests and contributes to the quality of life.

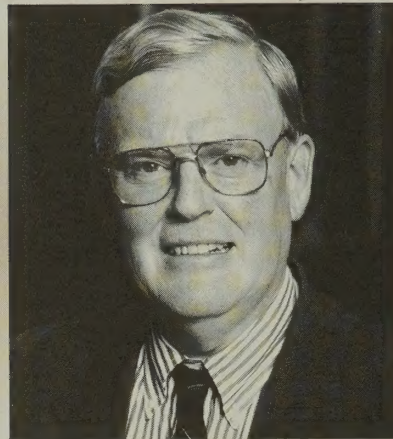
Via effective, efficient management to constantly work towards maintaining the subsidization by The Corporation of The City of Hamilton at or below the current rate of inflation.

All of this is to be achieved while pursuing excellence of management and service in a manner that fosters local pride and enhances the City's reputation and image.

1996 Marketing Plan

Mission Statement

*Message from
His Worship
Mayor
R. Morrow*



The Sesquicentennial celebration of Hamilton's 150th birthday took place in numerous ways throughout the City during all of 1996. Of special significance was a Royal Visit by H.R.H. The Prince of Wales to our City. Included in Prince Charles' itinerary was a visit to Copps Coliseum where 20,000 schoolchildren and citizens cheered their resounding welcome to him as part of the official program. The Hamilton Convention Centre and Hamilton Place Theatre were proud hosts to many other prestigious events which took place throughout the celebrations.

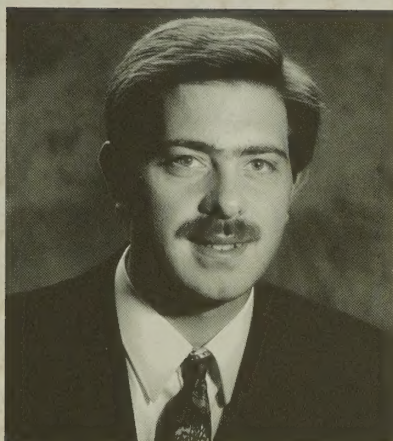
Hamilton became a national focus and was able to show off its ability to handle any kind of situation when one thousand provincial Progressive Conservative delegates attended a policy convention at the Hamilton Convention Centre during an assembly of an estimated 100,000+ people who converged into the downtown area over a two day period, centralizing at Copps Coliseum, to voice their concerns during Hamilton Action Days. Elected officials, organizers, H.E.C.F.I. management and staff together with a police contingency managed the two events (and others) simultaneously without incident.

The City's unwavering commitment to provide professional sports entertainment to its citizens was responded to when the Edmonton Oilers' American Hockey League affiliate, the Cape Breton Oilers, agreed to move to Copps Coliseum. The Hamilton Spectator demonstrated tremendous community support and partnered with the City in sponsoring a bid for a National Hockey League franchise. While this bid was unsuccessful, the City remains committed to explore every future opportunity.

Powerful and emotional entertainment was provided in many spheres of the performing arts and sporting activities in a broad and well balanced program which included Grey Cup festivities.

The Hamilton Performing Arts Foundation awarded two scholarships to students of McMaster University and Mohawk College.

I congratulate the H.E.C.F.I. Board of Directors, Management and Staff for their commitment to excellence. Hamilton can be truly proud of the H.E.C.F.I. facilities and of the people involved in their administration and operation - its a team we can all count on. I am pleased to endorse the 1996 Annual Report.



*Message from
1996
Chair
Terry Anderson*

It was with pride that I accepted the appointment as Chairman of the Board to The Hamilton Entertainment and Convention Facilities Inc. in 1996. The H.E.C.F.I. Board of Directors has a proven track record since 1985 in overseeing the management of the City's three facilities, Hamilton Place Theatre, Convention Centre and Copps Coliseum, and I was pleased to have the opportunity to contribute to that on-going success.

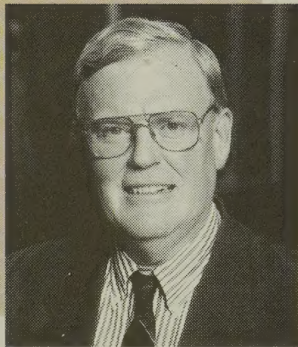
And a success it was ...as the economic outlook improved and unemployment figures lowered, attendance levels at the three facilities rose from approximately 850,000 in 1995 to over 1,000,000 in 1996. The facilities were catalysts in providing social, cultural, educational and recreational events for the people of the City of Hamilton throughout the year. Among the achievements was the exciting return of professional hockey ~ the Hamilton Bulldogs' move to the City provided hockey fans with a much needed hockey "fix". The Juno Awards electrified us with its second Annual Awards concert; sell-out concerts by Garth Brooks, Reba McEntire and Celine Dion; Boris Brott's Music Festival; and Opera Hamilton's concert series which included Popera and Guiseppi Verdi's *Un Ballo in Maschera*, are only a few of the highlights presented during the year.

Including the responsibility for marketing and sales with that of the Chief Executive Officer has been an obvious success. After a long, hard review of Hamilton's viable marketability in a geographical area which includes Metropolitan Toronto and the Niagara Region, it was concluded that successful marketing by Hamiltonians - professionals inherently familiar with the City's uniqueness and its entertainment barometer - would result in programming better suited to our local patrons and ultimately, increase attendance at events. Internal restructuring to develop a team of in-house marketing specialists was achieved. The soundness of this strategy is reflected in year-end results which document increased attendance levels, as well as a year-end financial statement which once again, reports an underspent municipal contribution.

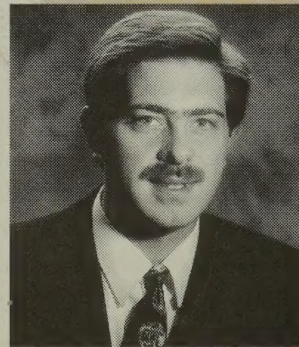
It is with enthusiasm that I endorse the 1996 Annual Report and to congratulate my fellow Members of the Board for their commitment to oversee the financial and operational responsibilities of the Corporation, and to the CEO, management and staff, for their collective dedication and contribution.

Board of Directors 1996

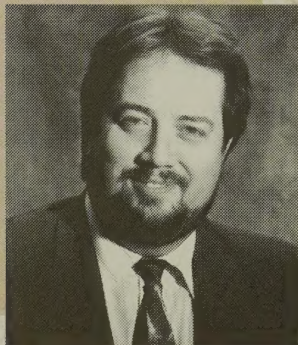
Mayor R. Morrow
Alderman T. Anderson, Chair
Alderman B. Charters, First Vice Chair
Mr. G. Kay, Second Vice Chair
Alderman H. Merling
Alderman T. Jackson
Mrs. M. Dow
Ms. B. Campbell
Mr. M. Ryder
Mr. J. Kujavsky
Mr. F. Deys
Mr. J. Nelson
Mr. S. Monzavi
Mr. B. Ingleby



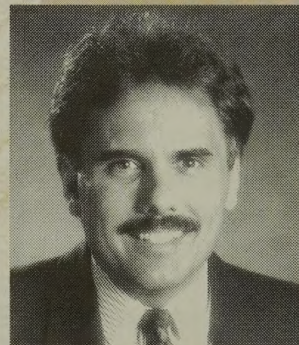
Mayor Robert Morrow
Ex-Officio Board and
All Committees



Alderman Terry Anderson
Chairman of the Board and
Ex-Officio All Committees

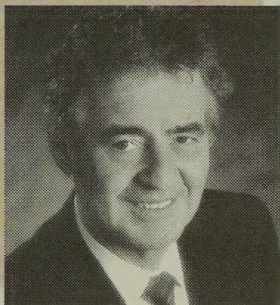


Alderman Bob Charters
First Vice Chair
Member, Operations
Committee



Gene Kay
Second Vice Chair
Member, Operations
Committee

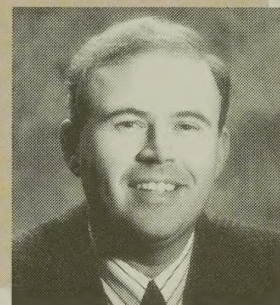
Board of Directors 1996



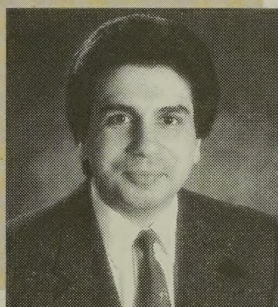
Alderman Henry Merling
Chair, Operations Committee



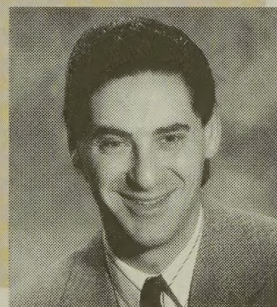
Mary Dow, B.A.
Chair, Marketing and
Sales Committee,
Member, Operations Committee



Marvin Ryder
B.A., B.Sc.(Hons.), M.B.A.
Chair, Finance & Administration
and Audit Committees
Member, Marketing & Sales
Committee



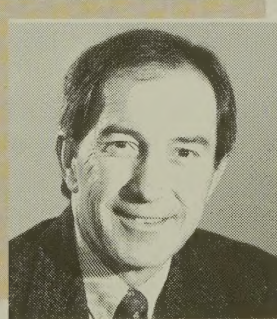
Alderman Tom Jackson
Member, Finance & Administration
and Audit Committees



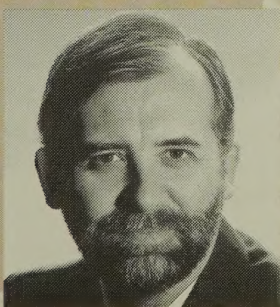
S. Jasper Kujavsky
B.A.(Hons.), LL.B.
Member, Operations, Marketing & Sales,
Finance & Administration
and Audit Committees



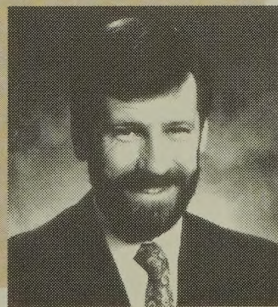
Brenda Campbell
Member, Operations,
Marketing & Sales Committees



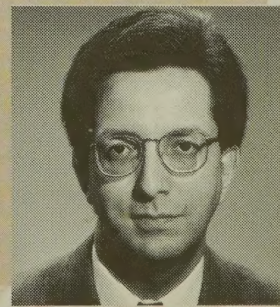
Bill Ingleby
Member, Operations Committee



John Nelson
Vice Chair, Operations Committee
Member, Marketing & Sales Committee

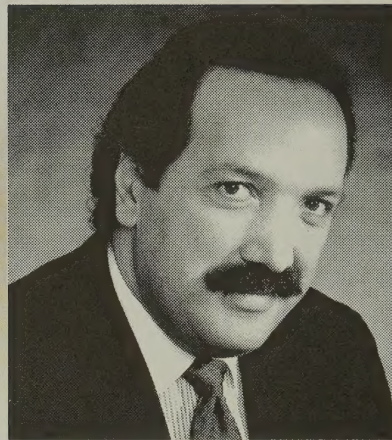


Fred Deys, B.Sc.
Vice Chair, Marketing & Sales Committee
Member, Operations Committee



Sonny Monzavi,
C.A., A.C.A., B.Comm.
Vice Chair, Finance & Administration
and Audit Committees

*Message from
CEO
Gabe Macaluso*



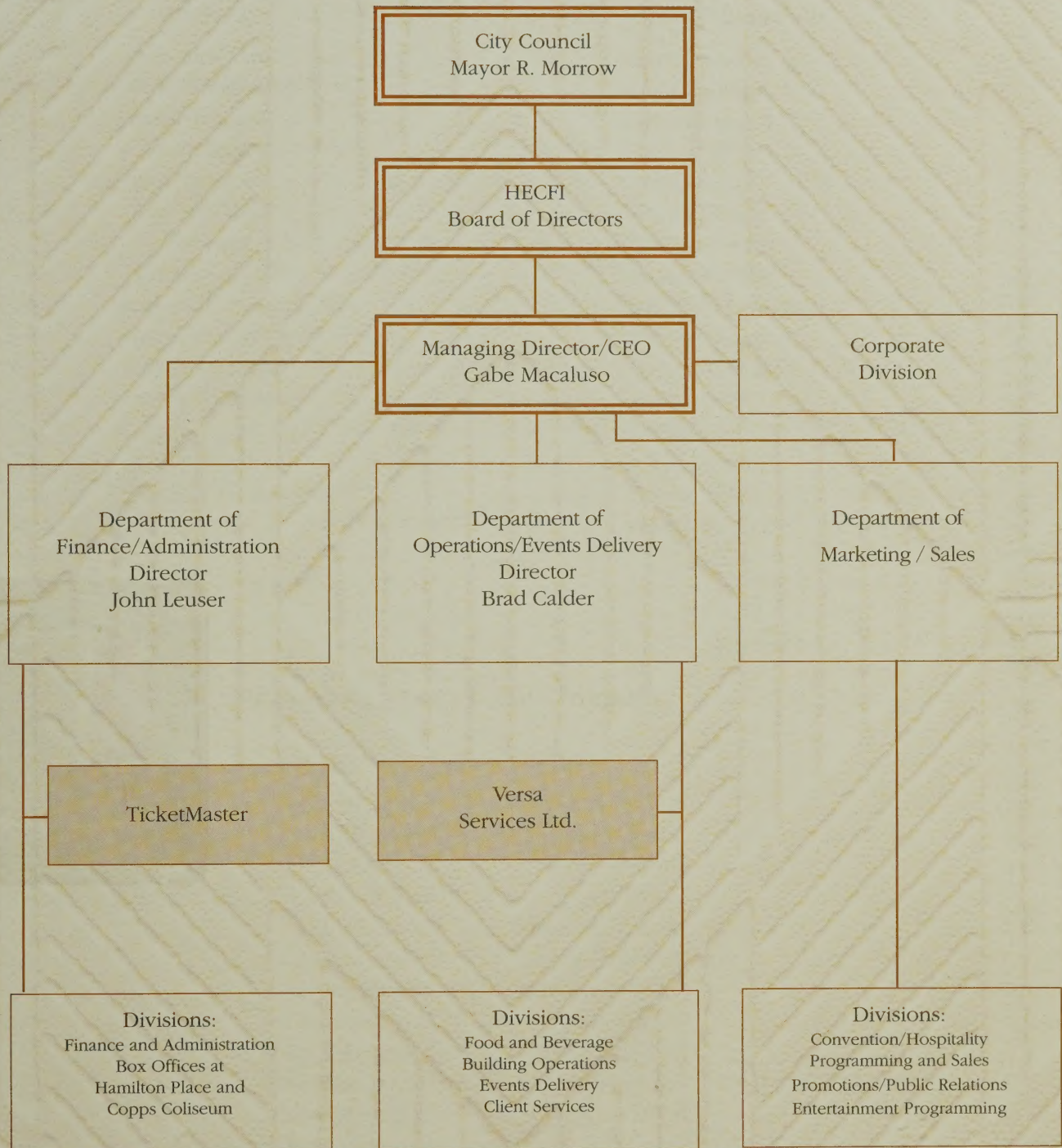
Building a strong marketing foundation upon which a cohesive sales team can draw its strength was a major goal during 1996. The development of marketing philosophies which pivot on the basic realities of Hamilton's marketability as a convention/trade show site, and its ability to attract entertainment acts, must remain a focus of the H.E.C.F.I. corporation. The success of the corporation hinges on staff's ability to market and sell the three facilities. I remain committed to the refinement of our strategies and techniques and to continue to build upon our marketing and sales strengths.

Hamilton's Sesquicentennial celebrations impacted greatly upon the H.E.C.F.I. facilities. Many prestigious events took place and I am proud of H.E.C.F.I. staff who responded on all fronts with enthusiasm, efficiency and a lot of hard work. One of the highlights particularly gratifying for me resulted after three years of negotiation and planning with Hamilton's twin city, Racalmuto, Italy, in the production of a live satellite transmission combining the Sesqui celebrations taking place in Hamilton with Racalmuto's celebration of its patron saint.

Other highlights included the successful negotiation of moving an American Hockey League franchise to Copps Coliseum; thirteen inductees were named to Copps Coliseum's Wall of Fame; *Snow White*, a ballet for children, was produced by Hamilton's Vitek Wincza who also unveiled plans for a Hamilton-inspired *Nutcracker* celebration in 1997; and New Faces, produced and directed by David Daylor, entertained audiences in four productions. Hamilton continued to compete for figure skating events and it successfully won the I.S.U. Champion Series Final in 1997 and the Nationals in 1998. Opera Hamilton presented an impressive series, as did the Bach Elgar Choir, the Geritol Follies, and the New Hamilton Orchestra.

It was a busy, productive year during which five union contracts were successfully negotiated without work stoppage. I am proud of the accomplishments which were achieved throughout the year with the support and encouragement of our Board of Directors. I am committed to continue to streamline H.E.C.F.I.'s operation and improve efficiencies wherever possible as well as to oversee maintenance and improvements to the facilities.

Organization Chart



***Corporate and
Marketing & Sales***

**Gabe Macaluso, B.A.,
Managing Director/CEO**

Patricia Bennett
Andrea Ciparis
Karen Dowhan
Sal Farrauto
Jeannine Flett
Sandra Gruba
Vince Guglielmo
Mary Howarth
Rhona Lloydlangston
Mary Murray
Silena Primavera
Leslee Stewart
Tim Tuck
Janet Vandehaar
Debra Vivian
Norma Wright

***Finance &
Administration***

**John Leuser, B.Comm.,C.A.
Director**

Linda Ambridge
Marilyn Bowlby
Rick DiFilippo
Heidi Evans
Barbara Fisher
Janie Hartwell
Joan Mills
Anne Moravac
Julian Nicholson
Chris Pearson
Linda Persichini
Karen Stanton
Kim Turner
John Whitwell
Ron Wilson

Operations/Events Delivery

Brad Calder, P.Eng., Director

Barry Anderson	Peter Kopatch
Alfred Asaph	Trevor McAnuff
Dino Beatrice	Gail McCaffrey
Cheryl Bogie	Sam Macaluso
Diana Bordonaro	Donald Munn
Jean Bulluss	Alison Nicholson
David Costantino	Richard Owen
Joanne Davy	Bruce Picken
John Elder	Scott Ridehalgh
Bill Fletcher	Steven Sajder
Irene Gaudet	Donald Stewart
Alan Ginn	Jerry van den Heuvel
Sam Haining	Lynn Zbucki
Dave Kelly	Fritz Zwahlen

HAMILTON PLACE

Entertainment Highlights 1996

Concert / Musical Productions:

Blue Rodeo	Harry Belafonte
Five Guys Named Moe	Preservation Hall Jazz Band
Julio Iglesias	Liszt Festival
Ashley McIsaac & The Kitchen Devils	Love Letters
Cinderella	Gordon Lightfoot
Jesus Christ Superstar	Sharon, Lois & Bram
Kiss of the Spider Woman	OH! Calcutta
Stephen Curtis Chapman	'96 Wine, Jazz and Romance
Canadian Orpheus Male Choir ~ A Celebration of Song	Crazy For You
Geritol Follies ~ June and December Performances	Hamilton Philharmonic Orchestra ~ Pops Classics Sundae Symphonies
Bach Elgar Choir ~ Mass in B Minor Celtic Celebration Handel's Messiah	New Faces ~ Stage Door Canteen Cheek to Cheek Holiday Magic
Opera Hamilton ~ Popera The Magic Flute Un Ballo in Maschera Cosi Fan Tutte	

Comedy / Magic / Dance:

Veriovka Ukrainian National Dance Company
Hamilton Ballet Youth Ensemble ~ Snow White
National Ballet of Canada ~ Giselle
Royal Winnipeg Ballet ~ The Sleeping Beauty
Sandra Bald Jones Highland Dance Studio ~ Celebration Ceilidh
Howie Mandel
Bob Newhart
David Copperfield

HAMILTON CONVENTION CENTRE

Trade/Consumer Shows and Special Events 1996

Trade / Consumer Shows:

Better Living Home Show
Hamilton Home Show
Grand and Toy
Winter Festival of Friends
Prestige Bridal Show
Wine & Cheese Show

Conventions:

Progressive Conservative Party
of Ontario
Ontario Association of School
Business Officials
Michael Degroote School of Business
Canadian Society of Diagnostic
Sonographers
Ontario Catholic School Trustees
Canadian Public Works Association
World Conference on Disaster Management
New Democratic Party of Ontario
Sports Distributors of Canada
Canadian Society of Forensic Science
Recycling Council of Ontario
Ontario Association of Building Officials
Municipal Electric Association
Canadian Institute of International Affairs
Big Cities Mayor's Caucus

Variety:

Advertising & Sales Club ~
Citizen of the Year
B'Nai Brith Celebrity Sports Dinner
Juno Awards Reception (Hamilton Place)
Girl Guides of Canada
Ford World Curling Championships
Advertising & Sales Club ~
Ace Awards
Canadian Club of Hamilton
Tim Horton Foundation
Canadian Football Hall of Fame
Induction Dinner
Gallery of Distinction
Ontario Open Karate Championships
Boris Brott Summer Music Festival
Labatts' Slo-Pitch Tournament
Festitalia
Oktoberfest
Grey Cup Festivities
Sesquicentennial Celebrations

Hammer Cafe

David Wilcox
Max Webster
Soul of Jazz & Blues
Prakash John & The Lincolns
1996 Kumbaya Tour

COPPS COLISEUM

Entertainment Highlights 1996

Concert Events:

Bryan Adams
John Michael Montgomery &
Sawyer Brown
The Juno Awards
25th Anniversary
Celine Dion
Pantera/White Zombie
Garth Brooks
Ozzy Osbourne
Neil Young
Reba McEntire
The Tragically Hip

Variety:

1996 Indoor Games
Thunder Nationals Monster
Truck Races & Thrill Show
Ford World Curling Championships
Royal Visit ~ H.R.H. Prince of Wales
WWF Wrestling
Greater Hamilton Tattoo
Racalmutese Festival
Hollywoof ~ International Super Dogs
Royal Lipazzaner Stallions
Grey Cup Concerts
Dofasco Christmas Party
FastTrack Cycling Championships
Movie Shoot
Jehovah Witness Convention
Promise Keepers Men's Conference
Hamilton Labour Action Days
Canadian Public Works Association

Skating Events:

Aladdin ~ Disney On Ice
Chrysler Stars On Ice
Elvis Tour of Champions
Y95 Skate A Thon
Precision Skating Championships

Hockey:

NHL Exhibition Leafs vs Panthers
NHL Oldtimers vs Sabres Alumni
Bulldogs' Training Camp
Bulldogs' Season Games (19)

Basketball:

Raptors vs Cavaliers
Raptorfest ~ KFC 3 on 3
Raptors vs Nets
OUAA West Basketball Championship

Trade/Consumer Shows:

1996 Hamilton RV Show
Skills Canada

Balance Sheet

As At December 31, 1996

ASSETS

Current

	1996	1995
Cash	\$ 646,608	\$ 539,584
Accounts receivable	488,540	780,722
Note receivable	—	66,778
Inventories	53,702	46,373
Prepaid expenses	88,781	100,222
Deferred charges on future shows	81,403	32,843
Due from City of Hamilton	328,231	—
	<u>\$ 1,687,265</u>	<u>\$ 1,566,522</u>

LIABILITIES

Current

Accounts payable and accruals	\$ 650,410	\$ 449,049
Advanced ticket sales	766,373	528,182
Deposit of future rentals	128,511	135,314
Deferred revenue on display advertising	39,627	15,608
Unredeemed gift certificates	81,685	81,835
Advance from a related corporation	20,659	21,120
Due to City of Hamilton	—	335,414
	<u>\$ 1,687,265</u>	<u>\$ 1,566,522</u>

Statement of Revenue and Expense for the Year Ended December 31, 1996

REVENUE

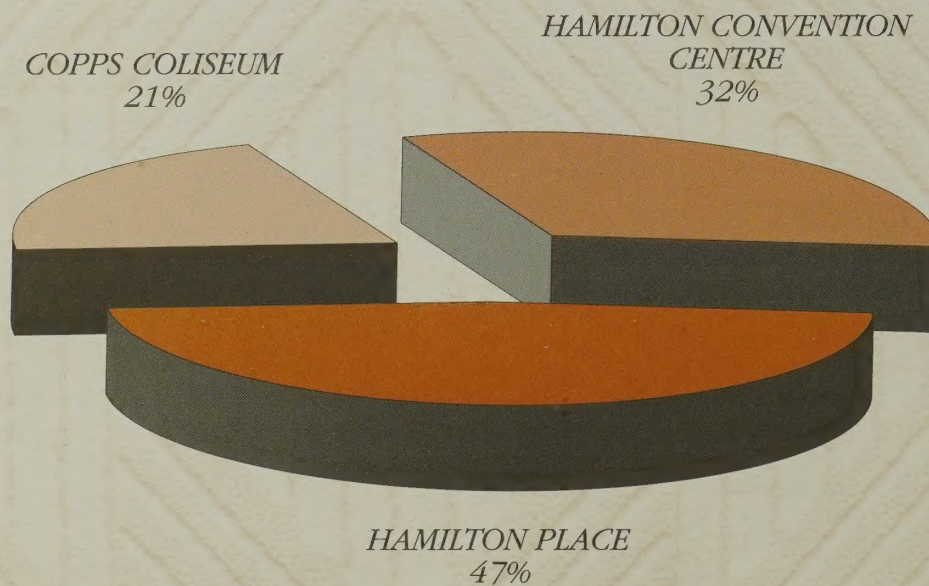
	1996	1995
Rentals, licence fees and show revenue	\$ 1,617,690	\$ 2,348,299
Food, beverage and concessions	2,155,179	2,126,392
Recoveries	2,344,323	2,029,902
Box office	377,264	363,907
Other	342,083	322,091
	6,836,539	7,190,591

EXPENSE

Events delivery	2,837,616	2,727,443
Food and beverage	1,870,546	1,933,134
Building operations	1,362,065	1,568,089
Marketing and promotion	1,289,717	1,284,042
Administration	1,466,197	1,454,956
Box office	363,463	348,274
	9,189,604	9,315,938
EXCESS OF EXPENSE OVER REVENUE BEFORE CONTRIBUTION FROM THE CITY OF HAMILTON	2,353,065	2,125,347
CONTRIBUTION FROM THE CITY OF HAMILTON	2,385,370	2,426,150
EXCESS OF REVENUE OVER EXPENSE FOR THE YEAR	\$ 32,305	\$ 300,803

Municipal Contribution

*1996 ACTUAL RATIO OF
MUNICIPAL CONTRIBUTION OF \$2,353,065*



■ HAMILTON CONVENTION CENTRE ■ HAMILTON PLACE ■ COPPS COLISEUM

The Hamilton Performing Arts Foundation Inc.

The Hamilton Performing Arts Foundation Inc. awards two annual scholarships to students of McMaster University and Mohawk College who have demonstrated outstanding academic achievement and excellence in the Performing Arts (theatrical, dramatic, musical or artistic works). Recipients include Katherine Tinkler in 1994; Dino Vespa in 1995; Jason Campbell and Elaine Jane Lau in 1996.

Statement of Fund Balance for the Year Ended December 31, 1996

	1996	1995
Fund Balance - Beginning of Year	\$ 21,137	\$ 20,693
Scholarships	(1,500)	(1,000)
Interest Revenue	1,039	1,444
Fund Balance - End of Year	<u>\$20,676</u>	<u>\$ 21,137</u>

Facilities & Divisions

Hamilton Place Theatre

10 MacNab Street South
Hamilton, Ontario L8P 4Y3

Telephone..... (905) 546-3100
Fax (905) 521-0924
Box Office Information..... (905) 546-3050
E-mail: hamiltonplace@hecfi.on.ca

Hamilton Convention Centre

1 Summers Lane
Hamilton, Ontario L8P 4Y2

Telephone..... (905) 546-3000
Fax (905) 522-3380 and 546-3002
E-mail: conventions@hecfi.on.ca

Copps Coliseum

101 York Blvd.
Hamilton, Ontario L8R 3L4

Telephone..... (905) 546-4000
Fax (905) 527-6856
Box Office Information..... (905) 546-4040
E-mail: copps@hecfi.on.ca

Divisions Located at Hamilton Convention Centre

- Convention/Hospitality
Programming and Sales
- Operations/Client Services/
Food & Beverage

Divisions Located at Hamilton Place Theatre

- Corporate Offices
- Marketing & Sales
- Promotions/Public Relations
- Box Office

Divisions Located at Copps Coliseum

- Finance & Administration
- Events Delivery
- Box Office

www.hecfi.on.ca



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